



B I B L I O G R A P H Y

State Home Demonstration Leaders' Workshop
Stillwater, Oklahoma
January 20-30, 1953

ACTION FOR CURRICULUM IMPROVEMENT -- Association For Supervision And Curriculum Development, N. E. A. (1951 Yearbook).

Of special interest to those looking for ideas about program development. Chapters 2 & 7 may be most useful. Look at chapter summaries also.

DYNAMIC ADMINISTRATION -- The Collected Papers of Mary P. Follett, Harper & Bros.

Chapter 1, p. 30, Constructive Conflict.

Chapter 5, p. 117, Explores the question of scientific approach to personnel management - understanding the importance of human relations within staff.

Chapter 13, p. 270-271, Leadership Theory and Practice, a very interesting discussion with good illustrations, easily adapted to Extension situations.

FOSTERING MENTAL HEALTH IN OUR CHILDREN -- Association For Supervision And Curriculum Development, N.E.A. (1950 Yearbook).

Chapter 17, p. 286-299, Understanding Group Process. Illustrations are based on children in school situations. Note especially the section "attitudes of the group leaders," p. 289 referring to research on reaction to authoritarian, democratic and "laissez-faire" leaders.

GRASSROOTS PUBLIC RELATIONS FOR AGRICULTURE -- Ed Lipscomb, Director of Public Relations, National Cotton Council of America.

An easy to read guide to improved public relations. Note especially Chapter 7 on tools for mass media.

HANDBOOK OF PERSONNEL MANAGEMENT -- George D. Halsey, Harper & Bros.

Chapter 12, p. 151-176, Deals with the selection and training of supervisors. Industrial examples, application must be made by the reader.

Chapter 19, p. 257-261, Women as supervisors. p. 376, Code of Personnel Administration, U.S.D.A.

HELPING TEACHERS UNDERSTAND CHILDREN -- American Council On Education.

Chapters 1 & 2, pages 1-40, The use of observational records as a means of developing an understanding of human behavior. Examples from school room situations describe subjective versus objective conclusions about behavior patterns. Reader must make transfer of adult situations.

HUMAN PROBLEMS IN TECHNOLOGICAL CHANGE -- edited by Edward H. Spicer, published by Russell Sage Foundation.

Fifteen cases designed to show students how to introduce new ideas and methods in industry and agriculture. Both simple and complex cases are given. Both success and failure are reported. Be sure to read the introduction p. 13-20 and pp. 281-294. You will want to browse through some of the cases also. Note how the problems are stated and case records developed.

IMPROVING HUMAN RELATIONS IN SCHOOL ADMINISTRATION -- Wilbur A. Yauch, Harper and Brothers.

By substituting State Home Demonstration Leader and staff for School Principal and Faculty, many ideas in this book can readily be applied to administration and supervisory situations within the Extension Service.

Chapter 1, p. 3. A discussion of the application of democratic principles in educational administration.

Chapter 2, p. 21. A discussion about formal and informal group relationships that affect staff unity.

Chapter 3, p. 39. The responsibility of the leader in developing staff morale -- Functions and Qualifications of Leadership.

MANAGEMENT AND MORALE -- Fritz J. Roethlisberger, 1941, Harvard University Press, Cambridge, Mass.

Examples all based on industry but easily adapted to Extension situations.

Pages 15-26. Importance of employee attitudes and sentiments as revealed by The Western Electric Research Project.

Chapter 3, pp. 27-45. A discussion of the importance of understanding groupings and relationships between specialists, supervisors and "workers."

Chapter 4, pp. 46-65. The importance of social structure and some examples of the effect of changes in organization or job assignment on employee morale.

Chapters 6 and 7, pp. 88-133, deals with factors relating to good personnel management, such as, personal interviews, listening before talking, recognizing employees as individuals, etc.

Pages 187-194. Brief summary of discussion on ways to increase cooperative relationships among workers.

NEW WAYS TO BETTER MEETINGS -- Strauss & Strauss, The Viking Press.

A good book to browse through.

Chapter 2 contains amusing analyses, individual types commonly found in groups with some suggestions for tact.

Chapter 3. Can the chairman stop being boss? Some practical suggestions for getting group members to function smoothly together.

Chapter 7. Discuss and Decide. Importance of reaching a mutual understanding of problems and participation in formulating plans.

Chapter 8. Salvaging Problem Members.

Chapter 15. Stimulating change. "Whatever the improvement, if it is successful, must change the thinking and habits of the people involved."

Some suggestions for overcoming resistance to change.

PUBLIC ADMINISTRATION -- Simon, Smithberg and Thompson, published by Herbert A. Knopf.

A book to browse through. Examples are drawn from public agencies.

The following chapters seem most helpful to the purposes of this Workshop:

Chapter 3, pp. 55-91. Human Behavior and Organization.

Chapter 4, p. 92-129. The influence of group values on organization and performance.

Chapter 10, p.p. 218-243. The importance of communication in securing team work.

SUPERVISING PEOPLE --- by George D. Halsey, Harper & Bros.

A good standard text on supervision. The first two chapters define supervision, outlines qualities important to success.

Chapters 3 and 4 deal with the importance of understanding human behavior and of developing a good relationship with employees.

Chapter 24, p. 218, offers a personal rating scale for developing your own supervisory talents.

SUPERVISION, PRINCIPLES, AND METHODS --- by Margaret Williamson, Women's Press.

A readable book on supervision easily applicable to Extension situations.

The first four chapters deal with: Purposes and objectives of supervision;

Administrative functions of supervision; Educational functions of supervision; Leadership functions of supervision.

Chapter 7, p. 79, offers some helpful suggestions on observing workers on the job.

Chapter 8, p. 95, deals with conferences between supervisors and workers.

Chapter 12, points to need for continued growth on part of the supervisor.

THE ART OF SCIENTIFIC INVESTIGATION --- W. I. B. Beveridge, New York, Norton, 1950.

An introduction to research which is concerned less with how the scientist uses his tools than with how he uses his mind. Although it is intended primarily for the beginner in research, it should be of interest also to the more mature student and to those who apply and popularize the results of research.

Chapter 5, pp. 53-66. Imagination and curiosity as an incentive to productive thinking.

Chapter 6, pp. 67-80. Intuition - Discussion of the value of rest and meditation and the importance of getting away from problems for a period as a means of achieving new ideas.

Chapter 7, pp. 81-91. Reason - Limitations, safeguards and the role of reason in research.

Chapter 9, pp. 102-116. Resistance to new ideas and the pitfalls of errors of interpretation.

THE SUPERVISION OF PERSONNEL: HUMAN RELATIONS IN THE MANAGEMENT OF MEN --- John M. Pfiffner, New York. Prentice-Hall, 1951.

This book deals chiefly with the lower levels of supervision. It is based on the assumption that the democratic manner of life is desirable and is just as applicable in the management realm as in the political world, and that the pattern of leadership desirable in supervisory positions is based upon behavior that emphasizes cooperation, participation, consultation, and satisfying the egos of the rank and file, even though it may require subordination of the strong leader's natural desire for self-assertion and self-display.

Chapter 6, p. 96. Measurement of Work-load. Examples from industry.

Chapter 8, pp. 129-145, discusses the influence of natural leaders.

Chapter 12, p. 215. Qualifications of supervisors and the functions of supervisors.

Chapter 14, p. 255. Participation, giving individuals an opportunity to make suggestions and decisions regarding their particular work. Delegation of authority.

Chapter 15, p. 275. Fitting people to the right job. Employee evaluation.

Chapter 16, p. 294. The Supervisor's Personnel Job - "People are afraid of people."

THE TECHNIQUE OF HANDLING PEOPLE --- by Donald A. Laird and Eleanor C. Laird,
McGraw-Hill Book Co.

A readable, non-technical book on how human relations affect work.

Points are made through use of anecdotes and human interest stories.

Entire book easily read in one evening.

THE WORKSHOP WAY OF LEARNING --- by Earl C. Kelley, Harper and Brothers, 1951.

Chapter 2, pp. 4-11. A discussion of some purposes and principles that apply to workshops.

Chapter 9, pp. 104-125. A discussion of results in terms of changed attitudes, skills and methods that may be expected from a workshop experience.